



Housing Community Improvement Plan Study – Draft Terms of Reference

1.0 Purpose of the Proposed Terms of Reference

The purpose of the Terms of Reference is to outline the scope of work for retaining a consultant to develop a housing-focused Community Improvement Plan (Housing CIP) Study for the City of Burlington, including public and stakeholder engagement on the resulting Draft CIP and the preparation of the implementing By-law. This Terms of Reference is also intended to clarify the roles and responsibilities of the project team and the successful Bidder for this project.

2.0 Purpose of the Community Improvement Plan Study

The purpose of the CIP Study is primarily to address the City's Housing Accelerator Fund (HAF) Action Plan initiative to identify opportunities to incentivize the creation of new supply through purpose-built rental housing, a diverse unit mix (including 3-bedroom units), non-market housing, and Additional Residential Units (ARUs). The CIP study will determine the most effective approach, programs, and tools to accomplish this. The study will also support the actions of the City's Housing Strategy, the policy directions of the Burlington Official Plan, 2020 to provide a range of housing options, as well as support the City's Annual Housing Targets (Housing Targets) attached as Appendix B to the City's [Housing Strategy](#).

The CIP study will provide a framework of financial incentives to encourage the development of a range of housing options that meet the needs of current and future Burlington residents. The incentive framework will address key strategic and policy directions to facilitate diverse housing types and tenure, considering options for affordable/attainable ownership and rental housing, diverse unit mix, non-market housing, ARUs, and assisted and special needs housing.

The CIP Study will be informed by the current and future policy context and strategies and initiatives directed towards increasing and diversifying the housing supply within the control of the City. Additionally, best practices, current and future market trends and any emerging guidance from the Province will be considered.

Once completed, the CIP Study will be used to draft the CIP document and CIP By-law and to access CIP funding sources to implement the recommended incentive framework.

3.0 Background and Context

All four levels of government have identified the need to increase housing options that meet the needs of everyone at all income levels. This is reflected in the following initiatives and policies with common goals to increase housing choices in a variety of forms and provide affordable¹ options.

3.1 Federal Housing Initiative, Housing Accelerator Fund Action Plan

The Housing Accelerator Fund (HAF) is a \$4 billion federal initiative administered by the Canada Mortgage and Housing Corporation (CMHC), that will run from 2024-2027. This application-based program will provide funding directly to municipalities across the country to incentivize and support initiatives that will accelerate the supply of housing.

On January 15, 2024, Infrastructure Canada and CMHC announced the City of Burlington’s application was approved resulting in the City receiving \$21,156,248.60 in funding to incent 618 units. The 618 units are part of the City’s Housing Supply Growth Target of 2,724 permitted housing units, as outlined in the application. The City is responsible for achieving this target by the completion of the program in 2027. The agreement also outlines the following additional targets:

- 1,047 missing middle housing units
- 1,294 other multi-unit housing units
- 8.4% of the Housing Supply Growth Target are affordable units.

The City’s approved [HAF Action Plan](#) includes seven initiatives, including further clarification through a Council [Motion Memo ADM-24-23](#) of full commitment to develop a CIP and associated initiatives, for, at a minimum: attainable/affordable, purpose-built rental housing; non-market housing; and Additional Residential Units. The Memo also identifies a “no parking minimum” pilot focused on two Frequent Transit corridors in Burlington Official Plan, 2020. Report [CS-04-24](#) outlines the status of the initiatives under the approved HAF Action Plan.

¹ The term affordable is defined the Region’s Official Plan and the City of Burlington’s Official Plan, 2020.

In [Motion Memo ADM-17-23](#), City Council declared its intention to allow four units as of right, and to direct staff to engage with the community to implement four units as of right and the other actions identified in the Housing Strategy including implementing opportunities to increase the range of housing options available.

3.2 Provincial Policy Framework

Section 28 of the *Planning Act* gives municipalities that have enabling policies in their Official Plans, the ability to prepare, adopt and implement Community Improvement Plans (CIP) to support and encourage community improvement of which in the opinion of the council, is desirable for any environmental, social or community economic development reason within a designated area. Once implemented, the plan allows municipalities to provide tax assistance, grants or loans to assist in the rehabilitation of lands and/or buildings within the defined Community Improvement Project Area.

Since 2019, several fundamental changes to the broader provincial policy framework have been realized or proposed, including changes that have impacts on housing provision and regulation.

Bill 23, *More Homes Built Faster Act, 2022* received Royal Assent in November 2022. The goal of Bill 23 is to increase the housing supply in Ontario by facilitating the construction of 1.5 million new homes by 2032. It introduced significant legislative changes to the *Planning Act* and *Development Charges Act*, among others, with changes to regulations and practices that impact housing. The changes included allowing two Additional Residential Units (ARUs) on an urban residential lot with a detached dwelling, semi-detached dwelling or townhouse, for a total of three units as-of-right on urban residential lots.

The recently proposed Bill 185, *Cutting Red Tape to Build More Homes Act, 2024*, includes initiatives to build homes cheaper and faster, such as eliminating parking minimums near major transit stations and reducing barriers to building additional residential units.

After seeking input on the proposed Provincial Planning Statement in 2023, the province has developed an updated proposed [Provincial Planning Statement, 2024](#), which would replace the Provincial Policy Statement 2020, and the A Place to Grow: Growth Plan for the Greater Golden Horseshoe (Growth Plan), with new and updated policies in support of increasing the housing supply, including supporting increased intensification (e.g., around transit and redevelopment of low-density commercial plazas and strip malls), scoping protections for employment areas, and promoting a range and mix of housing options, including housing for students and seniors.

3.3 Regional Policy Framework

New Planning Authority

As of July 1, 2024, Halton Region no longer has certain responsibilities for planning under the *Planning Act*, as outlined in [Halton Region report LPS34-23](#). As a result, the Regional Official Plan (ROP) is now deemed to constitute an official plan of the local municipality and the local municipality is responsible for all aspects of implementation of the ROP until such a time that it is revoked and/or amended.

Bill 185, *Cutting Red Tape to Build More Homes Act, 2024*, identified that on July 1, 2024, planning authority was to be removed from the Regions of Halton, Peel and York and will be defined as “upper-tier without planning responsibility”, notwithstanding the Region’s interests as it relates to provisions of infrastructure, housing services, coordination and management of growth, protections of natural heritage systems and resources among others.

While growth management will now be undertaken by the individual local municipalities, Halton Region will continue to undertake the master planning and delivery of infrastructure to facilitate growth and development across the Region. As the responsible authority for growth management within its jurisdiction, the City of Burlington must proactively manage growth, encompassing both population and employment expansion, by establishing suitable forecasting and monitoring capabilities. To this end, the city has commenced a [Population and Employment Growth Analysis Study](#).

Regional Housing Strategy and Policy Direction

The [Comprehensive Housing Strategy 2014-2024 – Five-Year Review](#), includes Direction 2, to encourage and protect affordable housing. To increase the range and mix of affordable housing, Outcome 2.2b encourages local municipalities to prepare CIPs that support an increased supply of assisted, affordable or special needs housing. This is measured by the number of assisted, affordable or special needs housing units created within a CIP area.

Housing targets in the Halton Region Official Plan (ROP) for new housing at the local municipal level are applicable, providing annual targets for housing units by density type and affordability:

Policy 86 (6)

- a) that the per cent of new housing units produced annually in Halton in the form of townhouses or multi-storey buildings be at least 65 per cent to 2031 and at least 75 per cent each year thereafter; and
- b) that at least 30 per cent of new housing units produced annually in Halton be Affordable or Assisted Housing.

Halton Region is the Service Manager responsible for housing programs, with focus on emergency shelter, supportive and assisted housing. It will continue to administer subsidized housing. In its capacity as Consolidated Municipal Service Manager (CMSM) for the government assisted segment of the housing continuum under the Housing Services Act.

Under Policy 205.3 of the ROP, the Region may designate all or part of the Region as a Community Improvement Project Area for the purpose of preparing and implementing Community Improvement Plans (CIP) to improve elements within the CIP Project Area including: infrastructure within the Region’s jurisdiction, land and buildings within any Intensification Area, and Affordable Housing. The Region may also participate in a Local Municipality’s Community Improvement Plan and make loans and grants to that Local Municipality in support of its Plan.

The Region has a [Regional Program for Community Improvement Plans \(CIPs\) Guidelines](#), that identify the ROP policies that may be implemented through Local Municipal CIP programs and outline the process and associated conditions applicable to a Local Municipality’s request for Regional participation in such programs. ROP policies “Encouraging and Creating Assisted, Affordable and Special Needs Housing” are identified as having the potential to be implemented using CIPs. Any financial grant made by the Region to an individual Local Municipal CIP program application must be matched by the Local Municipality and is capped at a maximum of \$50,000. With significant changes in Region of Halton planning authority staff will continue to connect with Regional staff with respect to the future of the Region’s CIP.

Evolution of the Region’s Role in Housing and Partnership with the City of Burlington

As a result of the changes made to the Region’s role to a “upper-tier without planning responsibility” (as mentioned above), the Region and the City’s role in housing will continue to shift and evolve. The preparation of the CIP will require consideration of these evolving roles and relationships in order to capitalize on existing resources, partnerships and programs and to identify opportunities.

3.4 Burlington’s Policy Framework and Strategic Direction for Housing

POLICY FRAMEWORK

Burlington Official Plan, 2020

The Burlington Official Plan, 2020 (BOP, 2020) sets out the community’s vision, guides growth to 2031 and beyond, and advances the objectives of the City’s Strategic Plan. The BOP, 2020 was approved by Halton Region on November 30, 2020 and all parts of the Plan that were not appealed came into effect the day after the end of the appeal period, Dec. 22, 2020. While most of the BOP, 2020 was initially subject to broad appeal and therefore not in effect, the OLT has since issued several Decisions granting

Partial Approval of the Plan. As of the writing of this report, policy areas currently in full or partial effect include Planning Horizon, Additional Residential Units, Garden Suites, Residential Neighbourhood Areas, and Uptown Urban Centre, among others.

BOP, 2020 provides significant changes to the policy framework in support of increasing housing options with a mix of housing forms and tenure, and opportunities for housing through redevelopment and infill in the Urban Area. For example, policies in the BOP, 2020 support redevelopment of regional retail and commercial centres to support mixed use, pedestrian and transit-oriented communities including higher density forms of housing. Policies also support: affordable housing, assisted and special needs housing integrated with market housing; the construction of rental housing with a full mix and range of unit types and sizes; and housing initiatives that facilitate revitalization, particularly the identification and remediation of brownfield, greyfield and bluefield lands, compact built form, flexibility and adaptability in the design and function of the housing stock, and an increased variety of housing alternatives.

The Housing policy section, 3.1, remains broadly under appeal with exception of 3.1.4(2)a), pertaining to assisted and special needs housing. Policy under section 3.1.1, Housing Supply, encourages CIPs:

3.1.1(2)g) (vi) consider financial and other incentives, including grants, property tax reductions, infrastructure improvements and Community Improvement Plans to facilitate the provision of affordable housing and/or assisted and special needs housing.

Although under appeal, policy under section 12.1.15, Community Improvement, provides significant direction regarding CIPs, with one of the objectives:

d) To facilitate the construction of a range of housing types and the construction of accessible, assisted, special needs or affordable housing.

While the CIP enabling policies of the BOP, 2020 are under appeal, there are CIP enabling policies in the BOP 1997 that are in effect.

A CIP approved in 2021, the [Burlington Brownfield Focus CIP](#), is designed to address brownfields redevelopment for employment use in the city. This CIP is presently not funded and is not active. The incentive programs in the Brownfield Focus CIP to provide financial assistance with environmental assessment and remediation expenses, could be applied towards remediating properties for housing development goals in certain geographic areas.

Burlington Official Plan, 1997

Where new policies of BOP, 2020 remain appealed, the policies of the Burlington Official Plan, 1997 (BOP, 1997) continue to apply, along with the current Zoning By-law.

BOP, 1997 land use policies encourage the provision of a range of housing and tenure types to meet various income needs, including affordable housing. BOP, 1997 also outlines protections for rental housing through conversion policies under Part III, Section 2.3.2 f), and encourages new rental housing.

Part II, Section 10, of the Official Plan, 1997 contains policies for Community Improvement. This section outlines the principles, objectives and policies relating to the preparation, adoption and implementation of Community Improvement Plans and the designation of a Community Improvement Project Area.

Official Plan Targeted Realignment

The City is currently undertaking the Burlington Official Plan, 2020, Targeted Realignment Exercise as part of an overall strategy to align the policies of BOP, 2020 with the recent and ongoing changes to the Provincial and Regional policy frameworks that have taken place since the Region's approval of the BOP, 2020 in November 2020.

Key areas of review through the Targeted Realignment Exercise include assessing the Urban Structure and Growth Framework to address new future growth areas that result from [ROPA 49](#) employment land conversions for 1200 King Road and Bronte Creek Meadows, and the urban area expansions in the Eagle Heights and Bridgeview areas of North Aldershot. These new future growth areas present potential opportunities for CIP incentive use at a large development scale.

Official Plan Amendment to Increase Housing Options Project

The Official Plan Amendment to Increase Housing Options project advances the [motion](#) unanimously approved by Council at the October 17, 2023, Council Meeting, that declared City Council's intention to allow four residential units per lot as-of-right, and which directed staff to engage with the community to implement four units as-of-right and other actions of the Housing Strategy. This motion supports the objectives of the City's Housing Strategy and the Housing Accelerator Fund initiatives, towards increasing housing options and a healthy rental unit supply. This direction also builds on the City's recent update to its Additional Residential Unit policies which now allow up to three residential units per urban residential lot.

Staff are working closely with the New Zoning By-Law Project (NZBP) team to ensure that the proposed Official Plan Amendment to Increase Housing Options aligns with the new Residential Zones regulations, inclusive of as-of-right regulations for four units per residential lot. The workplan for the Official Plan

Amendment to Increase Housing Options has been initiated and Staff are targeting Q2, 2025 to bring forward a draft OPA and draft Residential Zone regulations as a part of Phase 1 of the New Zoning By-law Project for consideration by Council.

Major Transit Station Area, Area Specific Plans Project and Community Planning Permit By-Law

A Statutory Public Meeting was held on October 31, 2023 for the Proposed Major Transit Station Area draft Official Plan Amendment (OPA) and draft Community Planning Permit (CPP) By-law through [Report PL-59-23](#).

The [CPP By-law](#) and Official Plan Amendment proposed for the City's three MTSAs, Downtown Burlington UGC/Burlington GO MTSA, Aldershot GO MTSA and the Appleby GO MTSA, supports the delivery of a full range of housing, including affordable housing, and includes a mix of housing forms, sizes and tenures for all income levels, as outlined in the Burlington Housing Strategy.

As permitted through the Planning Act, the City has the ability to include requirements in the CPP By-law that provide for the provision of facilities, services and matters in exchange for height and density. Section 5.30., Building Heights and the Provision of Facilities, Services, and Matters, of the CPP By-law, sets out the requirement for the provision of facilities, services and matters in exchange for the approval of building heights for a development containing a residential use (with certain exceptions including purpose built rental tenure). The provision of facilities, services and matters is dependent on the building height. For proposed buildings 12 storeys or taller, the development may choose to provide for affordable housing, parkland or an alternative facility, service or matter that meets the need identified by the City as identified in Table 5.6. These provisions of the By-law are being phased in and will come into effect a year after any portion of the By-law is approved.

The OPA proposed for the MTSAs encourages all forms of affordable and assisted housing, including subsidized non-market housing units, for integration within neighbourhoods. It also requires the City to collaborate with development proponents, the Region and non-profit housing providers to locate opportunities for subsidized non-market housing units within the MTSAs.

Intensification in MTSAs will be subject to BOP, 2020 policy for a housing impact statement. Although presently under appeal, BOP, 2020 Policy 3.1.1(2)h) states a housing impact statement is required where a development proposal includes more than one hundred (100) dwelling units, to identify how the proposal contributes to achieving the City's Council approved Housing Targets.

Staff brought forward a revised OPA and Community Planning Permit (CPP) By-law to a Statutory Meeting on June 11, 2024 with a recommendation that City Council adopt [OPA No.2](#) and the [CPP By-law](#)

through [Staff Report PL-03-24](#). Council adopted, OPA No.2 and approved, in principle, the CPP By-law to implement the vision for accommodating growth in the City's Major Transit Station Areas (MTSAs).

At this meeting staff received direction from Council through a Staff Direction (SD-12-24) to:

“Direct the Director of Community Planning to report back at the July cycle of COW regarding the Community Improvement Plan (CIP) terms of reference as it relates to reflect the City's unit mix endorsed in the Housing Strategy (three bedroom units).”

STRATEGIC DIRECTION FOR HOUSING

Burlington Housing Strategy

On June 21, 2022, Burlington City Council approved the City's first ever Housing Strategy and Housing Targets (Appendix B to the Housing Strategy) that set out 12 key actions that contribute towards the overall Vision for Housing in Burlington. The Housing Strategy emphasizes the City's role and opportunity to address the “missing middle” from both the perspective of having housing options that are affordable/attainable for middle-income households and for the opportunity to diversify the spectrum of housing types and tenures.

Housing Targets

Action 4 of the Housing Strategy established minimum targets around housing that build upon the policies of the Official Plan (2020) and used the findings of the Housing Strategy Project. These Council approved targets are appended to the Housing Strategy as appendix B. They were developed to assist the City of Burlington in addressing the current and future needs in the community and set targets for affordability, rental housing, and dwelling size.

Action 8 of the Housing Strategy directs the need to provide incentives through a Community Improvement Plan (CIP) for the delivery of housing options to meet the needs of residents. Dedicated staff resources including a Housing Strategy Manager and HAF Project Manager, will support the CIP implementation. The Action identifies the range of housing that could be encouraged through the CIP, in alignment with the City's Housing Targets, including:

- Affordable/attainable ownership housing
- Rental housing, purpose-built
- Accessible units
- Sustainable units
- Larger units (3+ bedroom units)

- Additional residential units

Action 8 also relates to these recommended actions in the [Housing Needs and Opportunities Report](#):

2. Provide incentives through a CIP for the development of affordable and rental housing units.
11. Consider incentivizing the provision of units with more bedrooms within compact developments (financial or otherwise).
18. Review possible exemptions to City fees and property taxes to support the provision of affordable ownership housing.
32. Create a local housing affordability program fund via a levy to support housing initiatives.

Housing Strategy Actions 7 and 11 should be considered through the CIP program:

- Action 7: Support, permit and encourage the development of alternate forms of housing, including higher density types of housing, where feasible and appropriate
- Action 11 (partial): Encourage Additional Residential Units (ARUs)

Burlington's Housing Pledge

Complimentary to Bill 23, *More Homes Built Faster Act, 2022*, the province assigned 2031 Municipal Housing Targets to 29 large and fast-growing southern Ontario municipalities and requested the preparation of a Municipal Housing Pledge. The City of Burlington has been assigned a 2031 Housing Target of 29,000 units. Council has since signed the City's approved [Housing Pledge](#) to demonstrate its commitment to accelerating housing supply and taking the necessary actions to facilitate the achievement of the aspirational target of 29,000 units by 2031.

Vision 2040 Strategic Plan / Burlington's Plan: From Vision to Focus 2022-26

[Burlington's Plan: From Vision to Focus 2022-2026](#) is the City's 4-year work plan that prioritizes key strategic directions from Burlington's long-term 25-year [Strategic Plan](#). The plan identifies actions under Focus Area 1 to design and deliver complete communities that, among other things, ensure housing options and choices are available for all residents so they may find a home to meet their needs, and to increase affordable and attainable housing.

4.0 Project Deliverables, Phases and Requirements:

KEY DELIVERABLES

The key deliverables of the housing CIP Study are a CIP Incentive Program Framework, and a draft CIP document and draft CIP By-law for the City of Burlington, recommended for Council approval. The CIP Study at a minimum, will:

- Determine the focal housing types for the City's CIP Incentive Program Framework, considering options for incentivizing:
 - affordable/attainable purpose-built rental housing,
 - non-market housing,
 - unit mix (including 3+ bedroom units),
 - Additional Residential Units, and
 - assisted and special needs housing
 - Others
- Determine the CIP Project Area Boundary, considering a citywide Project Area and/or limited areas dependent on the CIP initiative
- Provide a recommended CIP Incentive Program Framework that outlines the purpose, description, procedure, and eligibility criteria of each incentive program
- Provide financing options and sources for the recommended CIP programs with an assessment of the benefits and challenges of each option, including implementation challenges
- Provide an administrative structure required to implement the CIP Incentive Program Framework
- Provide a monitoring and reporting program, including recommended data to collect and reporting frequency

This Terms of Reference is intended to guide the completion of Phases 1 and 2 of the Housing CIP Study. Each Phase identifies key objectives and requirements which are detailed below. Please note that while the following details represent City staff's best efforts to identify required project components, potential Bidders will be asked to identify any additional components (through their proposal submissions) deemed necessary to satisfy the goal and intent of the Housing CIP Study.

PROJECT PHASES:

The CIP Study has been divided into the following three phases, including the CIP Background Study and Recommendations; Draft Housing CIP Document and Engagement; and Draft CIP By-law.

Phase 1: CIP Background Study and Recommendations

Timeline: 3 months

Phase 1 will be consultant-led and will deliver a CIP Background Study that includes policy and housing needs assessments, methodology, recommended CIP Project Area/s, an Incentive Program Framework, recommended long term CIP funding sources, and an administration and monitoring program.

Objectives

- To provide a Housing CIP approach that will be the most effective to accelerate development of a range of affordable and/or attainable housing options and significantly advance the city towards achieving its Housing Targets.
 - In particular, identification of the depth of affordability that may be achievable through CIP incentivization programs and where along the housing continuum² the City's CIP program would be most effective. This would include, but would not be limited to evaluation of incentivizing:
 - Affordable ownership and rental units (as defined in the Burlington [Housing Strategy](#))
 - Attainable ownership and rental units (defined as units that do not meet the definition of affordable but are below market rate)
 - Increasing housing options through unit mix (including 3+ bedroom units)
 - Assisted Housing (as defined in the Burlington [Housing Needs and Opportunities Report](#))
 - Accessible Housing (as defined in the Burlington [Housing Needs and Opportunities Report](#))
- To develop a Burlington-focused CIP Housing Incentive Program Framework with a variety of recommended programs that address the City's HAF Action Plan commitment and align with the Housing Strategy and Official Plan policy direction to increase the range of affordable and/or attainable housing options across the city.

² Please see Halton Region's 2022 [State of Housing Report](#), page 3.

- To develop a pilot program and a related phasing and finance structure for one or more of the Housing CIP Incentive Programs, to jumpstart a program with the Housing Accelerator Fund, if warranted

Deliverables and Requirements (Minimum)

- Undertake Background Policy Review
 - Provide a detailed assessment of the policy and strategy framework for housing in support of the Housing CIP Purpose and Goals, including review of:
 - Provincial policy and evolving context
 - Region of Halton Official Plan policy and Housing Targets (consider changing planning authority context)
 - City of Burlington Official Plan policy and evolving context
 - City of Burlington – Area Specific Plans for Major Transit Station Areas (MTSA), Official Plan [Amendment No. 2](#) and [Community Planning Permit \(CPPS\) By-law](#), Adopted on June 18, 2024.
 - City’s HAF Action Plan
 - City’s Strategic Plan
 - City’s Housing Strategy
 - Consider how proposed Housing CIP program incentives might interact with the MTSA CPPS structure and work to incentivize a variety of housing types, sizes (particularly 3-bedroom units) and tenure identified in the Community Planning Permit By-law under Section 5.30., Building Heights and the Provision of Facilities, Services and Matters
- Assess Burlington’s Housing Needs
 - Identify the City’s housing needs, including consideration of:
 - Burlington’s Housing Strategy and Housing Needs and Opportunities Report, 2021
 - Provincial Policy
 - Burlington’s Housing Policy Framework
 - Burlington’s Housing Targets
 - Recent Macro Economic Trends
 - Recent Demographic and Socioeconomic Trends
 - Burlington’s Development pipeline
- Undertake Housing CIP Best Practices and Case Study Scan

- Review approaches and program combinations, considering how many incentive programs should be offered and their synergies
- Review a broad spectrum of incentive programs, including those for tax assistance, fee reduction/rebate, grants and loans
- SWOT analysis of approaches in relation to applicability to City of Burlington
- Recommend Community Improvement Project Area Boundary
 - Identify the best approach for the City, including potential opportunities for one overall Community Improvement Project Area boundary; targeted Project Areas, dependent on the CIP program initiative, e.g. targeted area for three bedroom units; and/or an MTSA-focused Project Area boundary
- Recommend Housing Types to Incentivize
 - Identify the best housing incentive programs for the City that will:
 - make the most difference and provide the biggest impact in addressing the city's housing needs
 - diversify the city's spectrum of housing types and tenures
 - Identify the best approach for the City's CIP Incentive Program Framework. Should the focus be on incenting specified housing types including but not limited to, ownership and/or purpose-built rental housing, 3-bedroom units, Additional Residential Units, non-market housing, assisted and special needs housing; and/or should the focus be on incenting general affordable and/or attainable housing.
 - Identify how the approach will drive the city towards meeting its Housing Targets
 - Identify if there are different housing types/tenures/affordability to be supported under each incentive program, dependent on the location in the city
 - If an MTSA Community Improvement Project Area is identified, look to incentivize a variety of housing types, sizes and tenure identified in the Community Planning Permit By-law under Section 5.30., Building Heights and the Provision of Facilities, Services and Matters
 - Undertake a costs and benefits analysis of the Housing CIP programs, outlining the potential financial implications to the City for each incentive program
 - Identify potential obstacles to implementing the proposed CIP incentive programs
 - Identify opportunities for Housing CIP program phasing and pilot programs
- Administration and Monitoring
 - Outline the administrative structure required to implement the CIP Incentive Program, including the funding access structure, and the financial and staff resource needs
 - Identify long-term funding options for the Housing CIP (HAF funding will be short term)

- Outline a monitoring and reporting program, including recommended metrics and reporting frequency

Phase 2: Draft Housing CIP Document and Engagement

The consultant will deliver a draft Housing CIP document resulting from the Phase 1 work, in preparation for public and stakeholder engagement. The consultant will also amend the draft CIP, as required, to address public and stakeholder comments from engagement sessions and a statutory public meeting.

Timeline: 3 months

Objectives

To provide a Housing CIP document that incorporates feedback from public and stakeholder engagement and a statutory public meeting, for presentation to Council for approval.

Deliverables and Requirements (Minimum)

1. Draft Housing CIP Document:

The draft Housing CIP document should address:

- Purpose of the Housing CIP
 - Specify the housing types and tenure the CIP will incentivize as it relates to the stated objectives in Phase 1.
 - Specify if the focus is on development, redevelopment, rehabilitation and/or adaptive reuse of buildings
- Goals and Objectives of the CIP
 - Align with the City's HAF Action Plan commitment, Housing Strategy and Official Plan policy direction
- Complementary Initiatives
 - Identify and provide details for initiatives that may facilitate implementation of the CIP, such as a marketing and communications plan to promote the CIP, integration with existing planning initiatives (e.g. MTSA CPPS)
- Legislative authority
 - Overview of Provincial, Regional and Municipal policies that enable the preparation of a CIP
- Supporting Policy Framework (Provincial, Regional and Municipal)
 - Overview of policy framework that support the purpose and goals of the CIP, identifying key policies that support

- Municipal Priorities and Objectives
 - Overview of key priorities and objectives to address from the City’s Official Plan, Strategic Plan, Housing Strategy, HAF Action Plan
- Community Improvement Project Area (or areas)
 - Identification of the CIP Area(s) as informed by Phase 1 of the project
- Incentive Program Framework
 - Prepare a detailed Incentive Program Framework
 - Identify primary purpose and parameters of each incentive program the City may employ to achieve the CIP goals
 - Provide detailed program descriptions outlining the terms, eligibility criteria and administrative process for each program
- Administration and Monitoring
 - Provide recommendations for how to structure administration of the CIP, including required resources. Outline the Plan Administrator, Approval Authority for CIP financial applications and the CIP Program Decision Process
 - Outline maximum values available for each CIP Program through Financial Incentive Program Value Guidelines
 - Outline a monitoring and reporting program, including recommended metrics and reporting frequency
- Amendments and Transitional Matters
 - Outline the process to amend the CIP
 - Outline applicability of the CIP if program terms are revised

2. Public and Stakeholder Engagement

Public and stakeholder engagement on the draft Housing CIP will be led by City Staff, with support from the consultant. Presentations of the draft Housing CIP at the statutory public meeting and to Council will be prepared by City Staff with assistance from the consultant.

Phase 3: Draft CIP By-law for Council Decision

Prepare a draft CIP By-law that will ultimately be presented to Council by City Staff to designate the CIP Project Area and adopt the CIP.

4.0 Project Risks

Issue	Probability	Consequence	Mitigation	Risk after Mitigation
Changes to Provincial and Regional Planning policy, legislation or regulations	Likely	High	Staff will be prepared to assess changes and report on any impact to scope, timing and resources required to complete the work	High
Changes to Regional Planning Authority on July 1, 2024. Provincial interest in CIP for review and approval	Certain	High	Staff will be prepared to assess changes and report on any impact to scope, timing and resources required to complete the work	Medium
Administration of CIP and lack of funding to implement CIP incentive program	Possible	Medium	Staff will be prepared to assess impact and pursue funding sources	Medium
Changes to Staff Capacity	Likely	Medium	Planned addition of staff resources, a Housing Strategy Manager and HAF Project Manager	Low

5.0 Study Organization and Additional Requirements:

Project Management

The Housing CIP Study is to be managed by the City’s Manager, Housing Strategy and will be accountable to the Project Steering Committee and to the Manager, Policy and Community Initiatives. Work, as described in this Terms of Reference will be undertaken by the project consultant, with the assistance of the Housing CIP Study team and other City staff as required.

Steering Committee

A Steering Committee will give strategic advice on matters related to this project. A Steering Committee will be made up of the following city staff, or their delegate:

- Commissioner, Development and Growth Management
- Commissioner, Legal and Legislative Services/City Solicitor
- Director of Community Planning
- Manager of Policy and Community Initiatives
- Manager of Housing Strategy
- HAF Project Manager
- Supervisor of Planning Policy
- Supervisor of Community Initiatives
- Finance Department staff member
- Supervisor of Budgets and Policy
- Economic Development staff member
- Burlington Lands Partnership staff member

It is expected that the Steering Committee will meet as follows:

- At project initiation
- To provide comments on the draft Engagement Plan
- To review the background analysis and technical studies
- To provide comments on the proposed Housing CIP Incentive Programs and Project Area Boundary
- To provide comments on the final Housing CIP Study and Draft CIP
- To provide comments on other key milestones, as determined

It is also expected that the Steering Committee will be gathered at key decision-making points and will be consulted on an as-needed basis should additional issues arise that have not been anticipated by the Terms of Reference.

Roles and Responsibilities

Project Team responsibilities

The project team is made up of the City's CIP Project Team and the Lead Consultant/Consultant Team. The division of responsibilities from the perspective of the City's CIP Project Team and the Lead Consultant/Consultant team are described generally below. It will be the responsibility of the City's CIP

Project Team, in consultation with the Lead Consultant to confirm these responsibilities and to confirm associated timelines beyond those generally described in Section 3.

The City's CIP Project Team is responsible for:

- Ensuring linkages between the Terms of Reference and the Housing CIP Study work;
- Providing background information and the assembly of necessary data, reports, contacts, etc. to the project consultant;
- Ensuring alignment and connections between the Housing CIP Study and other city initiatives, in particular the HAF Action Plan and the Housing Strategy;
- Providing knowledge and support to the project consultant as well as establishing and managing data sharing requirements;
- Ensuring city departments and agencies sign off on the assumptions and requirements for all technical work prior to the consultant advancing the work;
- Preparation and implementation of a detailed Engagement and Communication Plan;
- Leading and coordinating communication between the City, the Lead Consultant and their consortium, partner agencies, stakeholders and the community;
- Coordination, preparation, setup and facilitation of community and stakeholder engagement initiatives;
- Monitoring, reviewing and providing feedback and/or revisions on the work of the project consultant;
- Preparation of staff reports to City Council based on the work of the project consultant;
- Analyzing, consolidating and responding to public comments/feedback, in consultation with the consultant.

The Lead Consultant/Consultant Team Responsibilities

- Coordination of the consulting team;
- Regular communications with the City's Project Team and Project Manager, Community Planning or their delegate, based on an agreed to communications plan at the outset of the project;
- Ensuring linkages between the Terms of Reference and Housing CIP Study work, attend and support public engagement events and support at City Council meetings;
- Technical analysis and the project deliverables outlined in Section 3.0 will be undertaken by the project consultant;
- Delivery of all project deliverables as per Section 3.0;
- Maintaining a Gantt Chart of key tasks/deliverables
- Maintaining project budget and regular monthly monitoring and reporting of hours billed directly, broken down by the project's key tasks/deliverables ; and

- Preparation of detailed invoices broken down by tasks and work completed, in alignment with the project budget.

It is the expectation of the City of Burlington that the project consultant's team members (including any sub-consultants) should have the required and appropriate qualifications.

Project meetings

Bi-weekly meetings between the City's Project team and the project Lead Consultant will take place, alternating between face-to-face meetings and tele/video-conference, as required and specified in the Communication and Responsibilities Plan. It is expected that regular email correspondence will occur throughout the project. Weekly check-ins between the Project Manager – CIP Project Team, or their delegate, and the project consultant's Project Manager/Lead Consultant will be required. Larger team meetings, including the attendance of additional project consultant team members, will be scheduled as required.

Consultation and Engagement

A comprehensive public engagement and communication program will be developed by City staff in consultation with the Lead Consultant. The City's CIP Project Team will coordinate, prepare for, facilitate and present at these public meetings with supporting presentations from the project consultant. The Lead Consultant, and other consulting team members as required, may be asked to present for a portion of each meeting as well as assist in answering questions and other tasks as required. The project consultant must be available for additional public and stakeholder meetings and consultation events as required (to be provided as a separate item on the pricing schedule). It is generally expected that 2-3 staff attend on behalf of the project consultant, including the Lead Consultant. It is expected that the Lead Consultant – Project Manager will provide a continued public presence throughout the process.

Committee/Council meetings

It is anticipated that there will be, at minimum, one Committee/Council meeting where the Lead Consultant's Project Manager, and other consulting team members as required, will be required to attend and assist City staff in answering any questions. Attendance at additional Committee/Council meetings may be required, as needed.

Agency and Stakeholder meetings

Staff will facilitate meetings with key stakeholders and landowners in the study area. The project consultant's Project Manager, and other consulting team members as needed, may be required to attend such meetings as deemed necessary.

Presentations

Presentations by the project consultant at each public meeting will be required to support City's CIP Project Team who will develop the engagement plan, prepare and deliver presentations and will coordinate City staff support for facilitation at the meetings.

Budget

The budget must be inclusive of all of the project deliverables and communication/engagement requirements described in Section 3. The Lead Consultant is to provide a detailed task list with estimated hours and costs broken down by subtask as described in the sections above. It is expected that no technical work will be undertaken until written agreement on the scope and elements to be considered are confirmed.

5.0 Resources:

All documents referenced in Section 3.0 can be made available. Any data requests will be made available.